



HayGroup®

Assessment and development tools

Catalog



Hay Group

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Product applications

	Personal development	Team effectiveness	Coaching	Leadership development	Organizational improvement	Career development	Influence	Conflict management	Succession planning
Inventory of leadership styles (ILS)	•		•	•	•		•	•	
Organizational climate survey (OCS)				•	•				
Managerial style workbook (MSW)	•		•	•	•		•	•	
Organizational climate workbook (OCW)				•	•				
Leadership style and organizational climate e-learning modules				•	•				
Growth factor inventory (GFI)				•	•				•
Picture story exercise (PSE)	•			•	•				
Personal values questionnaire (PVQ)	•					•	•		
Influence strategies exercise (ISE)	•			•			•		
Optimizing team development (OTD)		•						•	
Coaching process questionnaire (CPQ)	•		•	•					
Kolb learning style inventory 3.1 (LSI)	•	•		•		•	•	•	
Kolb team learning experience (TLE)	•	•						•	
Kolb learning style exercise—stuck truck		•						•	
Boyatzis-Kolb learning skills profile (LSP)	•					•			
Boyatzis-Kolb adaptive style inventory (ASI)	•							•	
Emotional and social competency inventory (ESCI)	•		•	•	•			•	
Emotional and social competency inventory—university edition (ESCI-U)	•		•	•	•			•	
EI e-learning module	•		•	•	•			•	
ESCI workbook	•		•	•	•			•	
EI card deck	•		•	•	•			•	
Executive competency portfolio (ECP)	•			•	•		•		
Manager portfolio (MP)	•			•	•		•		
Sales manager portfolio (SMP)	•			•	•		•		
Sales portfolio (SP)	•			•	•		•		
Leadership fundamentals portfolio (LFP)	•			•	•		•		
Competency behavior inventory (CBI)	•			•	•		•		
Customized 360° assessment tools	•			•	•				

Recovery offers its own unique set of challenges. While most organizations are breathing a collective sigh of relief, they are also painfully aware that they may not be ready or able to deliver as business picks up. Due to staffing cuts during the lean times, they may simply not have the people in place; or those that remain may be disheartened and de-motivated by the stress of the past year.

The power of a positive work climate and the extra effort it encourages should not be underestimated. Research shows that employees working in engaging climates outperform peers in a less robust environment by as much as 30 percent.

We have the tools and learning platforms you need to assess and develop your employees and leaders. We offer validated diagnostic tools, some of which have been used by the world's leading organizations for more than 40 years. We specialize in leadership development, emotional intelligence, 360 assessment tools and learning styles.

Together, these elements create an engaging, empowering work climate. Incorporating them can add extraordinary value to your organization and your employees.

Leadership development

What distinguishes the best organizations...

What are they doing to maintain high performance in a challenging business environment?

They're leading

Their top teams, executives, managers and front-line supervisors are delivering results through others. They're bringing out the best in their staff, inspiring and engaging each individual they work with.

Focus on execution—and behave like they mean it

Our research tells us that outstanding leaders bring out the best in others by managing their own behavior. They draw on the right mix of leadership styles, competencies, emotional intelligence and values to create motivating climates for their teams. They foster clarity, trust, teamwork and, ultimately, they deliver results.

Great leaders are made, not born

Successful organizations don't take chances on leadership effectiveness. They invest in tools that deliver—that can help managers, at any level, understand and improve their leadership approach.

Over 300,000 executives and managers, from around the globe, have used our leadership tools. They have been able to benchmark themselves against the very best, receive feedback on key behaviors and explore new ways of raising performance; their own and others.

Our research database, which informs our validated diagnostic tools, remains the world's largest and most comprehensive. The result—leadership development that delivers a return.

“The business environment is continually changing, and a leader must respond in kind. Hour to hour, day to day, week to week, executives must play their leadership styles like a pro—using the right one at just the right time and in the right measure. The payoff is in the results.”

*Daniel Goleman
Leadership That Gets Results*

Inventory of leadership styles (ILS)

No of items: 68

Time to complete: 30 minutes

Type: On-line assessments

Required: Client on-site accreditation* or facilitation by Hay Group Consultant

Languages: Arabic, Bahasa Indonesia, Chinese (Simplified and Traditional), Czech, Dutch, English (UK and US), Finnish, French (Canadian, Parisian), German, Greek, Hebrew, Hungarian, Italian, Japanese, Korean, Malay, Norwegian, Polish, Portuguese (Brazil and Portugal), Romanian, Russian, Spanish (Argentina, Spain, and Latin America), Swedish, Thai, Turkish, Vietnamese.

Related materials/resources:

Organizational climate survey (OCS)
Managerial style and organizational climate workbooks
Pathfinder—on-line development tool
E-learning modules

*On-site accreditations allow you to administer the tool within your organization only (see page 34 for information on accreditation).

“Leaders who have mastered four or more leadership styles—especially the authoritative, democratic, affiliative and coaching styles—have the best climate and business performance.”

Our research suggests that the most effective leaders use a collection of six leadership styles outlined below. There is no one right or wrong leadership style; the most effective style depends on, and varies according to the task, people and situation. The vast majority of leaders creating de-motivating climates only use two or fewer styles of leadership. By contrast, the majority of leaders creating high performing climates consistently use three or more styles of leadership. Leaders who can create positive climates for their teams make a positive impact on bottom line performance.

The inventory of leadership styles (ILS) is a 180°, on-line assessment based on the work begun at Harvard University by psychologists Litwin and Stringer and David McClelland's theory of motivation. It has been used in leading organizations around the world for over 40 years. The ILS measures six styles of leadership that have been found to impact the climate and the subsequent performance of the team.

- **Coercive:** Demands compliance and can contaminate everyone's mood and drive talent away. To be used sparingly—in a crisis or to kick-start an urgent turnaround.
- **Authoritative:** Inspires and explains how and why people's efforts contribute to the 'vision'. Moves people towards shared outcomes through clarity and feedback.
- **Affiliative:** Creates harmony that boosts morale and solves conflict—a useful style for healing rifts in a team or for motivating during stressful times.
- **Democratic:** Builds commitment through consensus. A Democratic leader values people's input and new ideas.
- **Pacesetter:** Strong focus on task accomplishment, has high personal standards and initiative. Can be impatient and prone to micromanaging and leading only through example.
- **Coaching:** Listens and helps people identify their own strengths and weaknesses. Encourages, delegates and improves performance by building their people's long term capabilities.

The ILS is normed against tens of thousands of managers around the world, across industries, and across job functions and levels.

The ILS will help your leaders to:

- identify leadership styles they need to strengthen to be more effective;
- impact their team's work climate in a positive way—and ultimately performance as well;
- use the right styles at the right time, in the right measure, to achieve results.

The ILS is most beneficial when used in conjunction with the organizational climate survey (OCS) as climate is directly related to performance. Accreditation is required in order to use the ILS and OCS.

To find out more please contact:

Americas and Asia Pacific: 1.800.729.8074 / 1.617.927.5026 or tl_inquiry@haygroup.com
Europe, Middle East, India and Africa: 44(0)20.7856.7575 or uk_enquiry@haygroup.com

Organizational climate survey (OCS)

No of items: 47

Time to complete: 30 minutes

Type: On-line assessments

Required: Client on-site accreditation* or facilitation by Hay Group consultant

Languages: Arabic, Bahasa Indonesia, Chinese (Simplified and Traditional), Czech, Dutch, English (UK and US), Finnish, French (Canadian, Parisian), German, Greek, Hebrew, Hungarian, Italian, Japanese, Korean, Malay, Norwegian, Polish, Portuguese (Brazilian, Mexican and Portugal), Romanian, Russian, Spanish (Argentina, Spain, and Latin America), Swedish, Thai, Turkish, Vietnamese, Latvian

Related materials/resources:

Inventory of leadership styles
Managerial style and organizational climate workbooks
Pathfinder—on-line development tool
E-learning modules

*on-site accreditations allow you to administer the tool within your organization only.

Leadership really matters in a recovery. In the good times achieving goals brings its own rewards. But when targets aren't being met, employees need something more. They need a working environment that inspires their individual effort and team commitment. They need a climate that drives performance. Our research shows that leadership accounts for an average of 70% of the variance in climate and a positive climate will increase important bottom line performance measures by up to 30%. So the more you improve the environment, the higher the performance of your team will be.

The organizational climate survey (OCS) is a 180°, multi-rater assessment that has been used to improve performance in organizations around the world for over 40 years. The OCS is distinct from culture or employee opinion surveys in that it measures dimensions that are directly influenced by the immediate manager. The measure identifies six key dimensions of organizational climate.

- **Clarity:** everyone in the organization knows what is expected of them.
- **Standards:** challenging but attainable goals are set.
- **Responsibility:** employees are given authority to accomplish tasks.
- **Flexibility:** there are no unnecessary rules, policies and procedures.
- **Rewards:** employees are recognized and rewarded for good performance.
- **Team Commitment:** people are proud to belong to the organization.

The OCS is like a profit-and-loss statement for the manager, because organizational climate has a direct impact on the performance of the team. The survey is normed against tens of thousands of managers around the world, across industries and across job functions and levels.

The OCS:

- helps leaders identify climate areas that need attention to improve performance
- helps leaders understand the climate they themselves experience on a daily basis and whether they are passing issues along to their team
- can be used as a tool to improve performance across the organization or as part of a leadership development program
- can be used as part of an executive coaching intervention or any one- to-one coaching and development process.

The OCS is most beneficial when used in conjunction with the Inventory of Leadership Styles (ILS) as leadership style directly impacts organizational climate. Accreditation is required in order to use the ILS and OCS.

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“Time and time again our studies have shown that leaders who can create positive environments (climates) for their teams make an impact on bottom line performance.”

Managerial style workbook

Time to complete: 30 minutes

Type: Paper-based workbook

Related materials/resources:
Organizational climate workbook



It is pretty easy for most of us to immediately identify the best (and worst) managers we have ever had, because these are managers that brought out the best (and worst) in us. We can even identify the factors that set the best managers apart—the things that they specifically did (or did not do) to improve our morale and performance. Hay Group research has identified six managerial styles that encompass these factors. In addition, the research shows that by taking the right approach in a given situation, a manager can positively impact the bottom-line.

Whether you are a new or experienced manager, the managerial style workbook (MSW) will introduce you to these six managerial styles, and will provide you with an opportunity to reflect on your preferred style and whether or not it is the most appropriate style for your situation.

Managers can use this workbook to:

- understand which of the six management styles (coercive, authoritative, affiliative, coaching, democratic, and pacesetter) they use most frequently
- think through what their situation requires of them
- perform some gap analysis (what I do versus what my situation requires)
- get tips on when a particular style is more—or less—effective
- start to think about action items.

Disclaimer: The MSW is not a diagnostic tool. For a comprehensive assessment of managerial style, Hay Group recommends the inventory of leadership styles (ILS), an internet-administered, 180° assessment. The ILS can only be administered by a Hay Group consultant or an accredited professional.

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“The result of more motivated workers is demonstrated clearly in the bottom line.”

Organizational climate workbook

Time to complete: 30 minutes

Type: Paper-based workbook

Related materials/resources:
Managerial style workbook (MSW)



What's it like to work in your organization? Is it a place where people are clear on the organization's goals and how their individual roles contribute? Are people encouraged to give their best effort to the job at hand, and are they recognized for doing so? Do people feel committed to their team? These are important distinctions—ones that impact bottom-line performance. We call it 'organizational climate'.

The organizational climate workbook (OCW) introduces managers to six organizational climate dimensions—clarity, rewards, standards, responsibility, flexibility, and team commitment. It provides managers with an opportunity to rate the climate they experience, to think about the climate they create for their team, and how they can improve on it.

The climate exercise is really helpful:

- to introduce the concept of organizational climate and the climate dimensions
- to get managers thinking about ways to improve both the climate they experience and the one they create
- in leadership and management development programs or within one-to-one coaching
- alongside the managerial style workbook (MSW) to provide the bigger picture of managerial behavior and impact.

Disclaimer: The OCW is not a diagnostic tool. For a comprehensive assessment of organizational climate, Hay Group recommends the organizational climate survey (OCS), an internet-administered, 180° assessment. The OCS can only be administered by a Hay Group consultant or an accredited professional.

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Asia Pacific:

“Research shows that
the right climate can
increase performance.”

Time to complete: 30-60 minutes

Created by: Hay Group

Languages: English, Italian



Leadership style and organizational climate e-learning modules

Why e-learning?

Now more than ever, organizations are looking for an affordable way to reach more of their leadership population while maintaining quality. They want a consistent approach to development throughout the organization and they need to ensure that large-scale development can be rolled-out globally, regardless of local factors such as language or location. They also want to reduce the time that managers spend away from the office at training sessions or workshops.

In order to help our clients accomplish all of these objectives, we have designed leadership styles and organizational climate e-learning modules to complement the face-to-face time they devote to developing their people. The modules enable learners to engage with what climate and leadership styles really mean—through the mistakes and triumphs of ‘Jim’ (a manager facing a new and challenging role). Fun, interactive challenges offer learners the chance to consolidate their knowledge of climate and leadership styles and their application in day-to-day managerial life. Learners can also access reference material, useful articles and compelling case studies throughout.

The modules can be purchased as stand-alone products, or as part of a blended development intervention, such as:

- introducing the participants to the concepts of styles and climate
- pre-work for a facilitated leadership program/workshop
- follow-up to leadership programs to reinforce the learning
- one on one coaching support.

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Growth factor inventory (GFI)

No of items: 36

Time to complete: 20 minutes

Type: On-line assessments

Required: Restrictions apply, call for details

Languages: English

Related materials/resources:
Users Guide

Organizations have never faced greater challenges in securing the future of their leadership than they do right now. In the face of today's static or shrinking workforce, with veteran managers approaching retirement in record numbers and intense global competition for the most talented individuals, your organization must find a way to identify and develop future leaders from within. But how do you decide who is ready to benefit from an investment in leadership development?

The growth factor inventory (GFI) solves a key problem organizations face in accurately measuring entry and mid-level managers as possible future leaders: separating current performance from future potential. Too often, senior managers have difficulty disentangling strong results when dealing with current responsibilities, from strong capability to develop the skills required for senior leadership.

The GFI focuses specifically on those qualities that enable managers to fully exploit developmental opportunities—from mentoring to stretch assignments, to formal executive development programs. This cost effective, simple to administer evaluation tool enables your organization to identify managers with the capacity and competencies to develop into true leaders.

The factors assessed using the GFI are focused on the long term development of leadership potential—not on immediate results in an individual's current job. In fact, the factors provide a 'reality check' to negative evaluations of an entry-level employee. Some supervisors, for example, might evaluate neutrally or even negatively a junior who asks challenging questions beyond their immediate responsibilities—yet those questions can be signs of a strong potential for growth.

To find out more please contact:

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Growth factors

Eagerness to learn: the willingness to take a risk in exchange for the opportunity to learn something new.

Breadth of perspective: the ability to incorporate multiple perspectives and disciplines in evaluating and solving problems.

Understanding others: the capacity to accurately perceive other people's perspectives and experiences.

Personal maturity: the ability to view criticism and difficulties as opportunities for learning and growth.

Picture story exercise (PSE)

No of pictures: 6

Time to complete: 30 minutes

Created by: Hay Group

Languages: English

Personal motives

Ever wonder why some of your leaders are so effective, yet others struggle? Why some wreak havoc on their teams and departments, while others seem to effortlessly engage and energize those they lead?

Now you can help your leaders better understand themselves, why they tend to do the things they do, what's behind their choices and behavior, and how that impacts their effectiveness as managers and executives.

Hay Group's own proprietary assessment tools, developed by renowned Harvard psychologist David C. McClelland and backed by more than 50 years of research, can help your leaders measure two critical forces that shape their actions and behaviors: their motives and values.

Our picture story exercise (PSE) assesses an individual's critical social motives, three non-conscious concerns or needs that are shown to exert a powerful force in shaping all of our behavior. The PSE explores an individual's underlying need for meeting or exceeding personal standards of excellence (achievement); for maintaining close personal relationships (affiliation), and for having an impact or influence on others (power.)

Our personal values questionnaire (PVQ) explores how we more consciously value each of these concepts, and how these values also impact our actions and choices. The PSE and the PVQ are used by hundreds of organizations around the world as benchmark tools for assessing, coaching, and developing successful, high-performing leaders. The PVQ can be self-administered. The PSE can only be administered by Hay Group consultants.

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Personal values questionnaire (PVQ)

No of items: 30

Time to complete: 20 minutes

Created by: Hay Group (based on work by Dr. David McClelland)

Type: On-line assessment, paper-based assessment

Languages: English, Spanish (paper only)

Based on the research of renowned psychologist Dr. David McClelland, the PVQ is a simple and practical self-assessment tool that measures the importance you attach to the three social values—achievement, affiliation and power.

Your values are determined by a combination of your upbringing, education, culture and work life. With an objective understanding of what's important to you, you can better understand the choices you make about where to invest your time and energy. This may even explain why you always make time for some people, or activities, and never seem to get around to others.

Simple questions with revealing answers

From an organizational point of view, gaps between personal values and job demands can mean lower productivity and higher staff turnover. If managers know where these gaps exist, they are in a better position to close them by reassigning employees to other departments or roles, developing employees within their existing roles, or redesigning jobs.

From a personal point of view, you'll discover what you can do to maximize the fit between your values, your job and your organization. You will be better able to seek out those people, projects and opportunities that fit your personal values.

What do you think is important?

Achievement: the extent to which we want to achieve tasks or standards.

Affiliation: the extent to which we seek out and maintain close, friendly relationships.

Power: the extent to which we want to impact and influence others.

Influence strategies exercise (ISE)

No of items: 54

Time to complete: 30-45 minutes

Created by: Hay Group (based on work by French and Raven)

Type: On-line assessment, paper-based assessment

Languages: English

Related materials/resources:
Facilitator Guide

Based on classic studies into the sources of managerial power, the influence strategies exercise (ISE) helps participants identify and develop their influencing techniques. It helps individuals identify the strategies they tend to use, evaluate their effectiveness, and stretch their ability to impact others.

French and Raven published their historic study of managerial power in 1959, which started a trend among researchers and theorists to study influence tactics. The Hay Group combined all of this research with 15 years of its own applied research studies to identify the most effective strategies for influencing others.

There are no right or wrong strategies; all nine of these influencing behaviors can make communication more efficient and effective. No one influence strategy works in all situations—or with all people. The key is to be aware of what you can do, and the impact it will have on the situation you are in.

What influence will it have on your business?

The ISE is great when you need a simple, straightforward way to get people thinking about how they influence others and how their influencing behaviors are actually perceived by others. This can be used with anyone at any level—they do not need to be a manager—we all have people we need to influence.

The ISE is versatile and can be used in several ways:

- for self-assessment and to gather feedback from others
- in leadership and management development programs
- in one-to-one coaching
- alongside other self-score or 360° feedback resources to provide a bigger picture of individual behavior and impact.

This tool is especially useful for use within matrixed organizations, where individuals are constantly expected to get things done through others over whom they have no direct authority or control.

Nine ways to make your point

Empowerment: making others feel valued by giving them praise

Interpersonal awareness: identifying other people's concerns

Bargaining: gaining support by offering to exchange favors or resources

Relationship building: taking time to get to know others personally

Organizational awareness: identifying and getting the support of key people

Common vision: showing how one's ideas support the organization's goals

Impact management: presenting ideas in such a way as to gain support

Logical persuasion: using logical facts, reasons, and data to convince others

Coercion: using threats or pressure to get others to do what you want

Optimizing team development (OTD)

No of items: 40

Time to complete: 20 minutes

Created by: Hay Group (based on work by Beckhart)

Type: Paper -based assessment

Languages: English

What is the difference between a high performing team and an average one? In the high performing team, team members work well together and share the same goals. The team's purpose is based on strong business imperatives, and the collective effort is greater than the individual team members' efforts.

Based on Beckhard's classic model of team effectiveness, optimizing team development (OTD) is a simple self-assessment exercise to help you and your team focus your efforts to improve team performance. It measures how the members of your team perceive their performance across the four dimensions essential for team effectiveness. In addition, the development planning section assists team members in creating an action plan to identify their part in improving team performance.

The OTD will help you and your team:

- determine the core purpose of the team
- decide where to focus attention to make improvement happen
- identify and remove the barriers that are hindering effective performance
- share responsibility for removing these barriers.

For a team to be effective, all individual team members must be clear on these four dimensions. One of the easiest ways to increase the effectiveness of your team is to decide which dimension needs attention first in order to reduce the barriers that may stand in the way. Are you all clear on your goal as a team? Do team members understand their roles and the processes they need to follow? Are interactions among team members strained or ineffective? Using the OTD, teams can assess where they are now, and plan for where they aspire to be.

The four dimensions that drive team performance

Goals: What is the team trying to accomplish?

Roles: Who does what on the team?

Processes: How does the team accomplish its work?

Relationships: How do team members interact?

Coaching process questionnaire (CPQ)

No of items: 40

Time to complete: 30 - 45 minutes

Type: Paper -based assessment

Languages: English, French, Spanish

Coaching is about building relationships that help others to learn and change. A coach supports people on the journey between who they are and who they want to be, helping them to explore their true potential. Whether we're a professional coach, mentor, manager, supervisor or colleague, we adopt a coaching process that will make the path as smooth as possible.

Use the coaching process questionnaire (CPQ) to:

- understand more about how people learn and change
- help your employees – managers, mentors and colleagues – become more confident and effective in coaching others
- build 'best practice' in delivering feedback
- help line managers to have effective development and performance discussions.

The ability to coach others can make all the difference to the success of a team. This tool has the potential to build coaching capability in your organization at many levels. It's also the perfect introduction to tools and ideas that can help coaches – and coachees – in their development.

The coaching process questionnaire is quick, easy to use and cost effective. It enables managers, mentors and professional coaches to assess their coaching behaviors against each of the four elements of the coaching process. They can gather feedback to compare against their self-assessment and establish their own coaching strengths and development needs.

Note: The CPQ was revised and re-designed in 2009.

Managing the coaching process

Coaching preparation: the fact-finding, planning and reflecting you can do before you and your coachee meet.

Coaching techniques: the communication skills you use to make the most of each coaching session.

Coaching qualities: the attitudes and beliefs that a coach draws upon.

The coaching conversation: the steps you can take, within your coaching conversations, to help your coachees through their five discoveries.

Additional tools and resources

Style and climate reference card (SCRC)

We know that great leaders and managers don't just act on their first instinct. They stop and think about their impact on others. The style and climate reference cards (SCRC) provide managers with the input they need, in a form they can access quickly and easily.

They provide a quick reference for managerial styles and climate:

- a clear definition of each style
- guidance on when each style is most effective
- a clear definition of each dimension of climate
- an overview of how each style affects each dimension of climate.

The cards can be used with our inventory of leadership styles (ILS) and organizational climate survey (OCS).



Tower building exercise (TBE)

Giving managers feedback on their managerial behaviors and the climate they create in their team is powerful. But there's nothing like seeing leadership in action for the learning to really hit home.

The tower building exercise (TBE) asks you to divide your participants into groups each consisting of one manager and three team members. Then, as a group, they have to build a tower using different sized blocks. Sounds easy—until you tell them that team members must be blindfolded and use their non-dominant hand. Managers cannot touch either the blocks or their team members. There are three rounds, and the whole exercise can be done within two hours.

The TBE gives participants first hand experience of the impact of management style on the performance of the team. This is a chance for participants to think about what makes a great leader, and it provides rich data upon which to draw important conclusions about leadership behavior and its impact.

Because the TBE is cost effective, quick and simple, you can use it anywhere; in the workplace, in the classroom or at an away-day.

The TBE set includes a set of blocks, 3 blindfolds, 3 participant booklets and a facilitator guide. Additional blindfolds and blocks are sold separately.



“A practical exercise with important messages.”

Kolb learning suite

*Hay Group is the
official global
distributor of Kolb
learning products!*

We all learn in different ways. Each of us has preferences for how we tackle new experiences. While this sounds obvious, the implications are significant.

Understanding how you learn matters because it makes you more effective. It helps you approach problems, people and challenging situations with greater awareness and skill.

Understanding how others learn helps you bring out the best in them. It adds depth to your development work; as a coach, trainer, mentor or manager. It helps team members value their differences and put them to good use.

Experiential learning expert David Kolb, Ph.D. is the creator of the learning tools in this section. They are designed around his extensive research, and have been improved over the years based on feedback from millions of global users.

“ I coined the term learning style in the late 60's. I was trying to differentiate learning style from cognitive style because learning, in my view, is not just about thinking. It's about thinking, reflecting, feeling, and acting. ”

*David A. Kolb
Founder of Experienced Based
Learning Systems, Inc.*

Kolb learning style inventory (LSI) 3.1

No of items: 12

Time to complete: 30 minutes

Created by: David A. Kolb, Ph.D.

Type: On-line assessment (English only),
paper-based assessment

Languages: English, Finnish, French,
Portuguese, Spanish

Related materials/resources:

Facilitator guide to learning

LSI reference cards

LSI floor mat

LSI wall chart

PowerPoint slides

Everyone has their own way of learning. The LSI recognizes individual learning preferences, while encouraging individuals to expand and apply their learning strengths. Understanding your own style – and that of other people – can help you tune into the needs of others so that you and your team work more effectively.

Use the Kolb learning style inventory (LSI) to help your employees and students:

- understand how their learning style impacts upon problem solving, handling conflict, communication and career choice
- develop their learning styles to fit their roles
- find out why teams work well – or badly – together
- strengthen their overall learning.

Based on experiential learning theory, the learning style inventory was developed by David Kolb Ph.D. with research that began in 1971. It identifies four phases in the learning process.

- **Experiencing:** learning from experiences, being sensitive to feelings and people.
- **Reflecting:** reserving judgment, taking different perspectives, looking for meaning.
- **Thinking:** logically analyzing ideas, planning systematically, using concepts.
- **Acting:** showing an ability to get things done, taking risks, influencing.



The LSI enables people to identify which phases in the learning cycle they prefer and which they tend to avoid. It also helps them develop practical strategies for completing the full cycle in order to strengthen their overall learning, because learning is more effective and complete when we work through the full cycle.

Research grants: To apply for a research grant using the LSI, please email us_inquiry@haygroup.com

The what, where, who and why of learning

Experience: learning from specific experiences, being sensitive to feelings and people.

Observation: observing before making judgments, viewing issues from different perspectives, looking for the meaning of things.

Thinking: logically analyzing ideas, planning systematically, acting on an intellectual basis.

Action: showing an ability to get things done, taking risks, influencing people.

No of items: 7 Modules

Time to complete:
Approximately 30 minutes
per module

Created by: David A. Kolb, Ph.D.

Type: Paper -based workbook

Languages: English

Related materials/resources:
Learning Style Inventory
Learning Style Reference Card
TLE Facilitator Guide

Kolb team learning experience (TLE)

We all learn in different ways. Our experiences are unique. Our reactions to the same event can vary widely. Within a team these differences can be a strength—or a liability. By looking at our own learning style, and knowing more about the ways in which other people learn, we can boost team performance.

The Kolb team learning experience (TLE) aims to help teams understand the way in which they learn as individuals and what they gain from learning together. Using a series of modules, the TLE will provide your team with opportunities to experience, reflect, think, and do.

Developed by the experiential learning authority David A. Kolb, Ph.D, the Kolb TLE has been designed to help teams gain clarity about purpose, develop good working relationships, and effectively accomplish their goals. It involves valuing individual differences, learning how to focus on a common purpose, and sharing responsibility for getting work done.

Turning effective individuals into an effective team

The truth is that not all teams are effective—and just putting more people on the case does not guarantee a more successful outcome. The Kolb TLE provides a structure which teams can explore and experience to enhance their team effectiveness.

By going through the Kolb TLE your team will gain:

- a clear and unanimous understanding of purpose
- a greater appreciation of the learning styles, preferences, and skills of team members
- a greater understanding of the demands and obstacles that your team may face
- an action plan for accomplishing your goals.

You can use the Kolb TLE as often as you want. It's great for when a new team first gets together; or it can be used more regularly if you're in a long term team with a changing list of projects.

Note: set includes—workbook, wall chart, membership/role cards.

No of items: 10

Time to complete: 1 - 2 hours

Created by: David A. Kolb, Ph.D.

Type: Paper-based exercise/simulation

Languages: English, French

Related materials/resources:
Facilitator Guide to Learning

Kolb learning style exercise - stuck truck (LSE)

This exercise provides a fun and effective way to identify the impact of learning styles on group problem-solving situations. It is especially effective for helping participants think about how they work as a team.

Individual participants are instructed to resolve an emergency situation by ranking, in order of importance, a list of useful items. They are then assigned to groups and asked to reach a group consensus on the rank ordering of those same items. The exercise provides participants with an appreciation for different learning styles and how they can enhance the problem-solving process.

No of items: 8

Time to complete: 30 - 40 minutes

Created by: David A. Kolb, Ph.D. and
Richard E. Boyatzis, Ph.D.

Type: Paper-based assessment

Languages: English

Related materials/resources:
Facilitator Guide to Learning

Boyatzis-Kolb adaptive style inventory (ASI)

No one learning style is effective in every learning situation, therefore flexibility is essential. The adaptive style inventory (ASI) identifies and addresses participants' learning style flexibilities. It examines:

- over-reliance on (or avoidance of) a particular style
- implications associated with preferred styles in different situations
- strategies for increasing adaptability.

This tool is effective particularly for newly created teams where members are just learning to work together, or with individuals who are new to a position or an organization. Participants will find this tool especially applicable because it allows them to specify their own real-life situations prior to answering the questions.

No of items: 72

Time to complete: 45 - 60 minutes

Created by: David A. Kolb, Ph.D. and
Richard E. Boyatzis, Ph.D.

Type: On-line assessment

Languages: English

Related materials/resources:
Facilitator Guide to Learning

Boyatzis-Kolb learning skills profile (LSP)

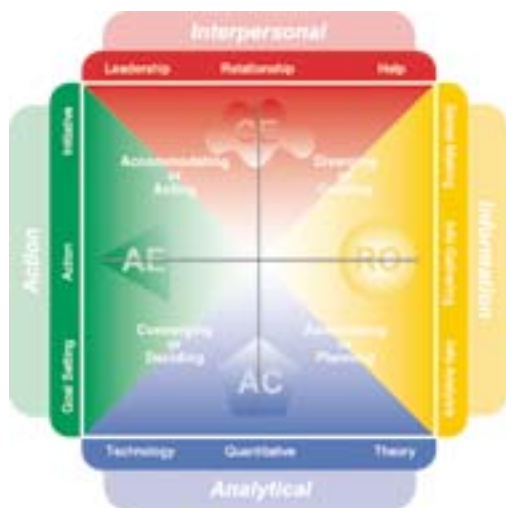
The learning skills profile (LSP) helps participants identify their personal skills and/or the skill demands of their jobs. The skill groups assessed using this tool are: Interpersonal, Information, Analytical and Behavioral.

It can be used for:

- assessing the match between an individual and a job. It identifies which skills are critical to satisfactory job performance, which have yet to be developed, and which are being under-utilized
- gathering feedback responses from employees, peers, or their manager. This provides valuable skill-gap information.

Additional tools and resources

Kolb experiential learning space floor mat



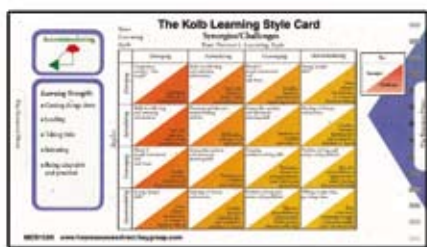
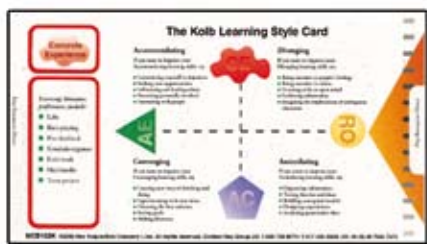
Used in conjunction with the Kolb learning style inventory (LSI) or the Kolb team learning experience (TLE), this 8' x 8' floor mat gets workshop participants out of their seats and onto the learning space. Participants are asked to stand on the place where they learn—the quadrant that represents their preferred learning style (accommodating, diverging, assimilating, and converging).

What is the learning space floor mat great for?

- It's a great icebreaker: The learning space helps people think about how they (and others) learn in a fun, experiential and non-intimidating way. And it works for all learning styles—especially those who prefer not to sit and listen!
- It gets a team exploring its learning profile. Teams will begin to understand implications like, "Our team doesn't have anyone with the accommodating learning style. We may have a problem when the project gets to the implementation stage."
- It introduces learning skills. You'll help participants to apply their understanding of learning styles to the skills they bring to the table.

Kolb learning style reference cards

These are handy, easy to use, reference cards. They offer a quick guide to: the basic strengths of each learning style; the strengths and challenges of different combinations of learning styles; tips to improve your learning skills; and preferred ways of learning for each style.



Facilitator guide to learning

This is an invaluable tool for anyone using instruments from the Kolb learning suite for the first time. The guide provides:

- an overview of experiential learning theory and individual learning styles
- in-depth information on the learning style inventory (LSI)
- ideas and guidelines for a variety of learning style sessions
- information on the LSI and career development
- guidelines on using additional learning suite products.

Emotional intelligence tools

“The rules for work are changing. We’re being judged by a new yardstick: not just by how smart we are, but by how we handle ourselves and others.”

Daniel Goleman, Working with Emotional Intelligence, 1998

In partnership with Richard Boyatzis and Daniel Goleman, we bring you 360° diagnostics and tools to help people understand and improve their emotional and social intelligence.

If you’re in the business of helping people learn, their IQ is the starting point. But their EI is what sets them apart.

“why today’s
leaders need EI more
than ever”

We all know someone who didn’t exactly shine at school, but went on to enjoy huge career success. The reason is simple: IQ is only one aspect of doing well. Other aspects involve our abilities to understand ourselves, empathize with others, and effectively manage others and ourselves. These are the basic principles of emotional intelligence.

Numerous studies have shown that EI makes the difference between a highly effective leader and an average one. In today’s competitive knowledge-driven organization, leadership is more important than ever. Today’s leaders—from top executives to line managers—must have more than just the right technical skills and IQ. They must possess emotional intelligence.

Emotional intelligence is essential to effective organizational leadership—and that’s even truer now than when it was introduced 10 years ago.

Emotional and social competency inventory (ESCI)

No of items: 72

Time to complete: 30–45 minutes

Created by: Richard Boyatzis, PhD;
Daniel Goleman, PhD; and Hay Group

Required: Accreditation—public programs
and client on-sites available

Type: On-line assessment

Languages: Chinese (Simplified), Dutch,
English, French (France), German, Hebrew,
Italian, Spanish (Spain); German, Japanese,
and Polish, Portuguese (Portugal), Turkish,
Korean and Greek: “in progress”

Related Materials/Resources:
ESCI pathfinder—on-line development tool
ESCI workbook
EI card deck
Goleman audio series
Boyatzis audio CD

*See page 34 for accreditation details.

Our research has found that most of the characteristics that differentiate outstanding performers are these things that we call emotional and social competencies (otherwise known as ‘what makes people tick’). If individuals can see their intention—their own self-view—mirrored back to them and also see their impact through the eyes of their boss, their peers, their team, then they see what really matters. And unlike IQ, emotional intelligence can be developed.

Through our partnership with Dr. Daniel Goleman and Dr. Richard Boyatzis, we have developed a 360 degree behavioral measure of EI called the emotional and social competency inventory (ESCI). Feedback from the ESCI provides the focus for behavior change. It provides data on the behaviors that matter and is applicable to any leadership or professional role.

Emotionally intelligent leadership delivers results. Research has confirmed a significant performance gap between leaders who display the qualities of emotional intelligence and those who don’t. Our own work revealed that the most admired organizations report that their executives demonstrate higher degrees of emotional intelligence—and that the lack of these qualities contribute significantly to the failure of high-potential executives.

More research studies...

- In a study of 300 top-level executives from 15 global companies, 85-90% of leadership success was linked to social and emotional intelligence (Spencer, L.M., Jr., 1999).
- In most complex jobs a top performer is 127% more productive than an average performer (Hunter, Schmidt & Judiesch, 1990).
- Competency research in over 200 organizations worldwide attributes 1/3 of this difference to technical and cognitive ability, and 2/3 to emotional competence, Goleman, 1998.

Emotional intelligence really is essential to effective organizational leadership. Leaders can learn how best to use and develop their abilities by discovering how emotionally intelligent they are and understanding the principles involved.



Schools only!

No of items: 70

Time to complete: 30 minutes

Created by: Richard Boyatzis, PhD

Type: On-line assessment, paper-based assessment

Languages: English

Note: Special licensing arrangements available for schools. Call for details.

Emotional and social intelligence shines the spotlight on:

Self-awareness: knowing your emotions and their effects.

Self-management: knowing how to manage your emotions, how to keep disruptive impulses in check. Being flexible and comfortable with new ideas.

Social awareness: an ability to listen, be persuasive, collaborate and nurture relationships.

Relationship management: an ability to influence others, handle conflict, develop, lead and work with others.

Emotional and social competency inventory - university edition (ESCI-U)

Show your students there's more to life than IQ.
Develop their EI.

You know there's more to life than academic excellence, but do your students? For some, exam results are the be all and end all of achievement. For others, uncertainty about their future goals, especially in today's economic climate, leaves them unable to manage their motivation. Either way, the chances are tomorrow's leader isn't the genius in the front row. A survey of Harvard graduates showed that their entrance results had a zero or negative correlation with their subsequent career performance. IQ may be a pre-requisite, but emotional intelligence makes the difference in meeting the challenges of both academic and working life.

The ESCI-U is a special version of the Boyatzis-Goleman emotional and social competency inventory (ESCI) available to universities at a dramatically lower price than the corporate version. The ESCI-U assesses 14 competencies (5 emotional intelligence, 7 social intelligence, and 2 cognitive). The multi-rater version of the ESCI-U is unique as the most well validated and widely used behavioral measure of emotional and social intelligence. The ESCI-U has a track record for use with students in schools, colleges and universities.

Benefits of incorporating the ESCI-U into your curriculum

The ESCI-U is a powerful tool for helping students understand how others view their behavior. The multi-rater feedback provides a platform for developing the critical emotional and social competencies empirically linked to effective performance in a wide variety of managerial, leadership and professional roles.

The ESCI-U can be used to conduct outcome assessment, a requirement for accreditation and renewal in the US, and a part of the requirements in the Bologna Accord for EU university programs. The test has been used for outcome assessment since 1996 as the key measure to assess the value added from entry to graduation in terms of these critical competencies.

The ESCI-U is currently used at the undergraduate, Masters, and doctoral levels in many countries.

Pathfinder

On-line development tool

Given that development takes time, the subscription to Pathfinder is based on an annual license fee.

The license can easily be renewed, which is helpful for tracking progress.

Receiving feedback can be stimulating or even enlightening. Taking the next steps can be tricky. How do you direct development? Where will it go?

Pathfinder is an online personal development tool that allows individuals to do something practical with their feedback. It helps them understand their feedback, and supports them in planning and managing their own development. Our emotional and social competency inventory (ESCI) pathfinder is based on Dr. Richard Boyatzis's and Dr. Daniel Goleman's extensive research into the behaviors that demonstrate emotional and social intelligence. It draws on Dr. David McClelland's classic work into how we acquire competencies and integrate them into our personal repertoire, and incorporates Dr. Richard Boyatzis's work on self-directed learning, personal change, and development.

Helping turn feedback into action

Pathfinder is a guided journey that makes this sometimes daunting process easier and more fun than sitting at a desk with a blank pad and pen. It helps individuals explore and reflect on their feedback, identify the direction they want to take and then create and manage their own personal development plans. The system also includes automated email reminders to keep them aware of their progress and help them to maintain those good intentions. Each Pathfinder session takes about 15-20 minutes to work through. Pathfinder is very flexible. Users can go back over sections—or jump ahead—and they are able to allow their development coach access to their online development.

Note: Pathfinder is available for the ESCI and ECI and also for the inventory of leadership styles (ILS) and the organizational climate survey (OCS). The tool can be customized for organizations and linked to custom 360's and competency models.

To find out more please contact:

Americas and Asia Pacific: 1.800.729.8074 / 1.617.927.5026 or us_inquiry@haygroup.com
Europe, Middle East, India and Africa: 44(0)20.7856.7575 or uk_enquiry@haygroup.com

And that's not all. Pathfinder also features...

A personal journal: keep a journal to reflect on progress, individually or shared with a coach.

Online feedback: feedback is always available online and it's interactive; click on a score to explore the details.

The development library: packed with advice for each competency including tips, readings & activities to support development.

The toolbox: contains descriptions and examples of the individual behaviors and dimensions associated with the feedback diagnostic.

The development planner: a helpful guide to building a robust action plan.

Emotional intelligence e-learning module

Time to complete: 30-60 minutes

Type: e-Learning

Languages: English



Why e-learning? Now more than ever, organizations are looking for an affordable way to reach more of their leadership population, while maintaining quality. They want a consistent approach to development throughout the organization, and they need to ensure that large-scale development can be rolled-out globally regardless of local factors such as language or location. They also want to reduce the time that managers spend away from the office at training sessions/workshops.

In order to help our clients accomplish all of these objectives, Hay Group offers an emotional intelligence e-learning module to complement the face-to-face time they devote to developing their people.

The module can be purchased as a stand-alone product, or as part of a blended development intervention, such as:

- introducing the participants to the concepts of EI
- pre-work for a facilitated leadership program/workshop
- follow-up to leadership programs to reinforce the learning
- one on one coaching support.

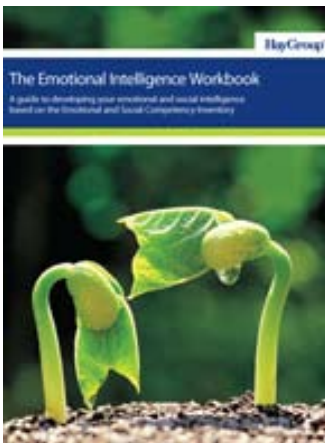
Please call for more information.

The EI workbook

Time to complete: Variable

Type: Paper-based workbook

Languages: English



The EI workbook is designed to help individuals further understand and develop their emotional and social intelligence competencies. It includes:

- practical exercises designed to help tackle the challenges of everyday life
- detailed information and development tips about each of the competencies
- a wealth of activities to help build on EI strengths.

The workbook can be used:

- as a follow-on to the ESCI assessment...to help participants process feedback results and take actual steps to improving their EI
- in a workshop setting to introduce Emotional Intelligence, as well as help individuals make sense of their feedback
- as a self-development tool
- as a stand-alone, awareness-building tool for Emotional Intelligence.

Note: An ECI version of the workbook is also available for those who prefer to use with the emotional competency inventory (ECI).

EI card deck

Time to complete: Variable

Type: Exercise/simulation

Languages: English



Do you want to have fun with EI—while at the same time emphasizing just how important it is? Do you want to help participants make the link between EI and the challenges of work and everyday life? Or do you simply want to do something different when you deliver EI programs? If you answered ‘yes’ to any of these questions then our EI card deck is just what you need!

The EI card deck is a collection of real-life situations, both in and out of work, in which EI makes a difference. Each card contains a description of the situation, followed by four optional answers. Your group can choose the answer that demonstrates the most emotionally intelligent response to the situation. You have a score-sheet, so you can share the correct answers when the time is right.

How will the cards help participants?

The cards are a great way to incorporate something new into your sessions. They can be used in the following ways:

- ice-breakers—help liven up a quiet group and introduce the topic of EI
- build the case—help participants make the connections for why Emotional Intelligence is important
- active learning—give participants a chance to apply the concepts after a session of theory or input
- test understanding—get a feel for your group’s capability and awareness level of what EI looks like
- test the group climate—see who’s the most confident, who’s ready to participate and get to grips with the group dynamics
- fun—give your participants the chance to have a laugh at the situations life throws at us!

Each deck contains 46 work related, 43 home related and 17 travel related questions. Leader notes and scoring instructions included.

Sample question

Your boss yells at you in front of your co-workers. You...

- A. Cry. You've never been so embarrassed, hurt and angry in all your life.
- B. Take it. She's the boss.
- C. Yell back. Who does she think she is?
- D. Approach her later in the day. Explain that in future you would prefer to be reprimanded or corrected in private.

Competency portfolio— 360° assessment tools

“Competency portfolio 360° assessments—making the link between individual behavior and organizational performance”

One specific finding from a Hay Group study of 1,214 leaders from organizations worldwide showed that the higher you rise in an organization, the more likely you are to over-rate yourself, compared with how others rate your behavior.

The implication being that in the absence of feedback from others, people develop blind spots that hinder their effectiveness as leaders.

“The input of others—particularly managers’ and direct reports’—via 360° assessments can be critical in forming objective and accurate pictures of behavior and leadership effectiveness.” (Source: Sala, F. and Dwight, S. 2002. *Journal of Consulting Psychology: Research and Practice*, 54(3), 166-172.)

Our Competency Portfolio 360° assessments eliminate blind spots. They help individuals and groups base their development on meaningful feedback; identifying capability gaps, noticing real strengths and building upon them.

Why Hay Group?

Hay Group is the pioneer and world leader in competency modelling, which traces its history back to Dr. David McClelland, founder of the McClelland Center within Hay Group. Our competency models are unique, reflecting the complex realities of performance. They show how characteristics interrelate in different situations to differentiate performance. Hay Group competency models enable you to be both more flexible and more precise in your selection decisions. They help you to understand development needs and priorities—and they help identify patterns for career paths.

Role specific tools

The following competency portfolio models are readily available on-line and processed by Hay Group service centers.

Long before the term ‘emotional intelligence’ came into such prolific use, Hay Group followed Dr. David McClelland’s methodologies to help clients identify and assess competencies that distinguish superior performance. Over the past 4 decades, our clients have relied on us to provide competency models and/or diagnostics for specific roles (i.e. executives, managers, salespeople, etc) within organizations; all in the interest of improving individual (and ultimately, organizational) performance.

Based on our comprehensive database and documented in Spencer and Spencer’s *Competence at Work*, Hay Group has developed 360° tools to measure the competencies that matter the most for key levels in the organization or specific roles.

No of items: 71

Time to complete: 35 minutes

Type: On-line assessment

Languages: English

Related Materials/Resources:

Getting started: a consultant’s guide to the multi-rater/360° survey process

Coaching with the Hay Group Competency portfolios

Executive competency portfolio (ECP)

The executive competency portfolio (ECP) is a 360° online tool that measures 11 key competencies critical to effectiveness in senior manager or executive roles. The competencies are organized into four key areas: building commitment, driving for success, sharpening the focus, and personal commitment. This tool is best used with senior-level managers, typically director level and above.

No of items: 55

Time to complete: 28 minutes

Type: On-line assessment

Languages: Bahasa Indonesia, Chinese Simplified, Czech, Dutch, English, French (Canada), French (France), Japanese, Korean, Portuguese (Brazil), Portuguese (Portugal), Spanish (Argentina), Spanish (Mexico), Turkish

Related Materials/Resources:

Getting Started: A consultant’s guide to the multi-rater/360° survey process

Coaching with the Hay Group Competency Portfolios

Manager portfolio (MP)

The Manager Portfolio is a 360° on-line tool that measures 11 competencies shown to differentiate outstanding managers. Four key areas are assessed: Managing Oneself (managing one’s own behavior to increase effectiveness), Managing the Team (including developing team members as well as holding them accountable), Managing the Work (achieving results), and Managing Collaboratively (competencies needed to interact effectively with others outside one’s team). This tool is best used with first-level through to mid-level managers.

No of items: 55

Time to complete: 28 minutes

Type: On-line assessment

Languages: English, French (France), Greek, Japanese, Spanish (Mexico), Portuguese (Brazil)

Related Materials/Resources:

Getting started: a consultant's guide to the multi-rater/360° survey process

Coaching with the Hay Group

Competency portfolios

Sales manager portfolio (SMP)

The sales manager portfolio (SMP) is a 360° online tool that measures 11 competencies shown to differentiate outstanding sales managers. Three key areas are assessed: **managing oneself** (managing one's own behavior to increase effectiveness as a manager), **managing the team** (including developing team members, holding them accountable and fostering teamwork), and **managing the sales process** (achieving results including focus on the customer). This tool can be particularly helpful for new sales managers that have been promoted from individual contributor roles.

No of items: 55

Time to complete: 28 minutes

Type: On-line assessment

Languages: English, Japanese, Spanish (Mexico), Czech

Related Materials/Resources:

Getting started: a consultant's guide to the multi-rater/360° survey process

Coaching with the Hay Group

Competency portfolios

Sales portfolio (SP)

The sales portfolio (SP) is a 360° online tool that measures 11 competencies shown to differentiate outstanding salespeople. Three key areas are assessed: **managing oneself**, **managing the sales process** (competencies around taking initiative to achieve results), and **managing the customer relationship** (interpersonal competencies, including customer orientation). This tool is targeted towards **relationship** sales roles, rather than **transactional** sales.

No of items: 54

Time to complete: 27 minutes

Type: On-line assessment

Languages: English, Greek, Spanish (Argentina)

Related Materials/Resources:

Getting started: a consultant's guide to the multi-rater/360° survey process

Coaching with the Hay Group

Competency portfolios

Leadership fundamentals portfolio (LFP)

The leadership fundamental portfolio (LFP) is a 360° online tool that measures 13 competencies that differentiate outstanding supervisors or first-line managers. Four key areas are assessed: **managing yourself**, **managing the work** (competencies associated with your individual effectiveness), **managing your team** (including developing team members as well as holding them accountable), and **managing collaboratively** (competencies that contribute to interpersonal effectiveness). This tool is recommended for new managers or supervisors.

No of items: 60

Time to complete: 30 minutes

Type: On-line assessment

Languages: English, Greek, Portuguese (Brazil), Turkish

Related Materials/Resources:

Getting started: a consultant's guide to the multi-rater/360° survey process

Coaching with the Hay Group

Competency portfolios

Competency behavior inventory (CBI)

The competency behavior inventory (CBI) is a 360° tool that measures 15 competencies related to effectiveness in a wide variety of roles. The tool measures competencies in four key areas: **individual excellence, solving problems, leading others and working with others**. This tool is best used with individual contributors and professionals. However it can also be used with supervisors and manager populations to provide feedback for long-term development.

Customized 360° assessment tools

Hay Group can tailor a 360° assessment to your specific organization. We can place your own competency model on-line or pull from the Hay Group validated database of competencies and items. In addition to our standard feedback reports, you can customize the presentation of data and pick and choose from a selection of reports to focus on the feedback that matters most to you. Other options include:

- feedback reports designed to show how frequently competencies are demonstrated, or the level of complexity at which they're demonstrated (with target levels if they're useful)
- feedback scores based on averages or percentiles (normed against our database)
- web-based development and action planning tools to support ongoing learning
- customized and co-branded website and email communications
- multiple languages—our website is in 15 languages and our online questionnaires and feedback reports can be translated into any language
- global support—help desk support 24/5. Processing and support in over 26 countries.

To find out more please contact:

Americas and Asia Pacific: 1.800.729.8074 / 1.617.927.5026 or us_inquiry@haygroup.com
Europe, Middle East, India and Africa: 44(0)20.7856.7575 or uk_enquiry@haygroup.com

Accreditation programs

Our public and on-site accreditation programs support coaches, managers and trainers. They allow you to add Hay Group's most sought-after tools to your repertoire—offering you the knowledge and capability to use them effectively with individuals and groups.

Join our global network of practitioners—in large and small businesses, education organizations and not-for-profits—who are accredited in our most robust diagnostic tools.

“The program exceeded my expectations!...The training gave me insights that I would not have had through my individual research and study and has helped ground me in the EI concepts much more thoroughly. The training and capability to use the ECI tool will be of great benefit to my clients—both individual executives and executive teams. The value in the content is excellent. I'm very pleased that I participated.”

*Charles Bolton
The Bolton Group*

Accreditation means that:

- you'll have direct access to our global diagnostic processing team who can support you in collecting data and producing feedback reports for your clients;
- you'll have at your disposal tools that recognize clients' and colleagues strengths and challenges. And you'll have the insights to support them in maximizing their strengths, confronting their challenges and in being the best they can be;
- your clients, or your organization, can have confidence that you're skilled in providing feedback with these renowned tools that can impact business performance;
- you will have access to our accredited network of practitioners who receive quarterly newsletters, articles and more;
- you will work with a dedicated client representative who will help support your assessment program from start to finish.

Emotional and social competency inventory (ESCI) accreditation program

Objectives: To enable you to use the renowned emotional and social competency inventory (ESCI) assessment tool

Duration: Two days

Program Type: Public programs and client on-site programs available

Requirements: You need to meet one or more of the following criteria:

Licensed psychologist

Graduate training in psychology, social work or a related field

3+ years experience in coaching, executive coaching or internal HR

Important Note: Restrictions apply to some countries and a screening process is in place. Meeting these requirements does not guarantee entry into a program.

Pre-course work: Completion of ESCI diagnostic

Locations: London, Boston, Melbourne, Sandton/Johannesburg

You're already familiar with the idea of emotional intelligence (EI). You may already have received EI feedback yourself, or observed feedback sessions with colleagues. Would you like to know more? Would you like to be able to put forward the case for EI—the reason EI competencies underpin individual effectiveness? Would you like to know what the very best thinkers in the subject can teach you?

We have designed a course for development and coaching professionals who want to help their clients (internal or external) become more effective colleagues and leaders. It gives you the opportunity to become accredited to use our feedback tools, the emotional and social competency inventory (ESCI) and the emotional competency inventory (ECI).

We'll build on your understanding of EI and will teach you how to interpret the ESCI report. You'll receive feedback as part of a small group—this takes the form of a practice feedback session using your real ESCI data. By sharing your feedback with others, you'll experience how it feels for the individuals you'll be coaching.

Day two is a practical day with loads of 'hands on' experience in coaching using the ESCI. You will build up your skills in interpreting the feedback by using different sets of case study data. You will begin to anticipate issues for your own clients by looking at the data, preparing hypotheses and questions to explore in feedback sessions.

After the practical sessions you will receive individual feedback from us on your understanding of EI and on your approach to delivering feedback. At the end of the two days you should be confident in your ability to help people understand their strengths and challenges around Emotional and Social Intelligence.

See next page for program schedule.

We're not going to teach you how to be a coach—we assume that you already have a good level of experience in delivering feedback. What this course will teach you is how to understand and deliver feedback specifically on the ESCI.

2010 Program Schedule

The Americas	Europe and Middle East	Australia and Asia Pacific	Africa
2-day program			
Boston	London	Melbourne	Sandton
<ul style="list-style-type: none"> January 26-27 March 23-24 May 25-26 July 20-21 September 21-22 November 16-17 	<ul style="list-style-type: none"> January 19-20 March 9-10 May 26-27 July 6-7 September 7-8 October 13-14 November 24-25 	<ul style="list-style-type: none"> Contact us for details 	<ul style="list-style-type: none"> Contact us for details
Price			
3000.00 USD	2,295.00 GBP + VAT	5,000.00 AUD + GST	7,500.00R + VAT
Registration Information			
To register for a public program or to set-up an on-site program please contact:			
US: 1.800.729.8074 or ei@haygroup.com	UK: 44.207.856.7575 or uk_enquiry@haygroup.com	Australia: 613.9667.2603 or marketing_pacific@hay-group.com	South Africa: 27 (0) 11 666 0998 or Zoe_Burger@hay-group.com

Style and climate accreditation

Objectives: To enable you to use our renowned inventory of leadership styles (ILS) and organizational climate survey (OCS) diagnostic tools.

Duration: Standard program—two days

Program Type: On-site programs only

Who should attend?

Internal HR coaches, internal leadership and organizational development consultants/HR professionals.

Note: Accreditation is only for internal use within the accredited organization. We do not offer accreditation for independent consultants, consulting firms, or external use.

Hay Group's inventory of leadership styles (ILS) and organizational climate survey (OCS) were pioneered in the 1960's as diagnostic tools to assess leader's effectiveness in creating positive climates. Studies conducted over 35 years have proven again and again that organizational climate predicts bottom-line performance as measured against such indicators as sales growth, productivity and customer satisfaction. Effective leaders use a repertoire of styles to create positive work climates in the areas they manage. For 40 years Hay Group consultants have helped leaders improve their leadership styles and climates—and thus improve their results. Clients who have used these instruments include many of the world's largest and most admired organizations. The Styles and Climate accreditation program enables you to use these tools within your own organization.

What is covered in the program?

- Organizational climate and leadership style overview
- Film case analysis
- Research and theory review
- Coaching techniques
- Case study analysis and feedback interpretation
- Personal styles and climate feedback

To find out more please contact:

Americas and Asia Pacific: 1.800.729.8074 / 1.617.927.5026 or us_inquiry@haygroup.com
Europe, Middle East, India and Africa: 44(0)20.7856.7575 or uk_enquiry@haygroup.com

Development resources

Great leaders and committed professionals want more. They want ideas and tips that they can use everyday to develop themselves and their teams. If they've worked with you for insights into their leadership approach and behavior, they'll want guidance on their next steps.

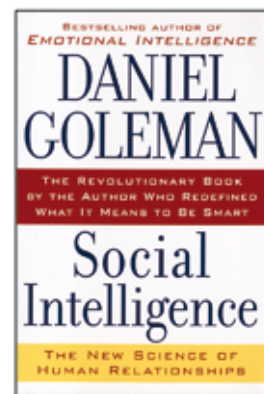
So we've selected and created a library of resources, authored by our expert partners. These toolkits, books and audio series that build on the basics provide specific help for specific issues.

“Members of senior leadership teams have a dilemma. On the one hand, they are responsible for leading their own organizational units. On the other, they are expected to be fully engaged and committed members of the enterprise's senior team. It can feel like being caught in two powerful crosscurrents.”



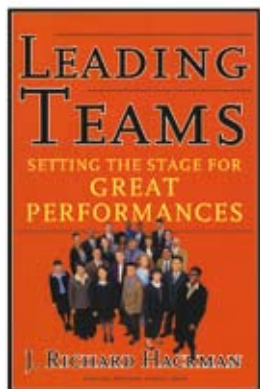
Senior Leadership Teams

Whether you are the head of a business, government agency, or not-for-profit, this book will help you make better leadership choices, based on solid research (a study of 120 top teams from around the world) that reveals what it takes to make top teams great.



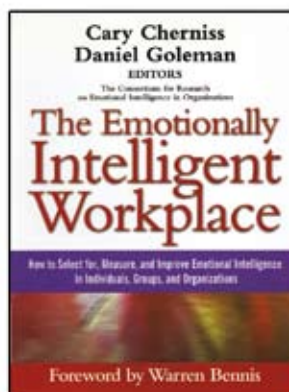
Social Intelligence

Emotional intelligence was an international phenomenon, appearing on the New York Times bestseller list for over a year. Once again, Daniel Goleman has written a groundbreaking synthesis of the latest findings in biology and brain science, revealing that we are “wired to connect” and the surprisingly deep impact of our relationships on every aspect of our lives.



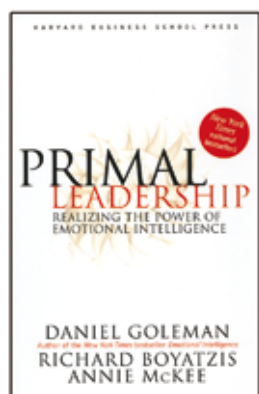
Leading Teams

Leading Teams outlines what leaders do to structure, support, and guide teams in a way that enhances the social processes essential to collective work; builds shared commitment; helps members troubleshoot problems and spot emerging opportunities; and captures experiences and translates them into shared knowledge.



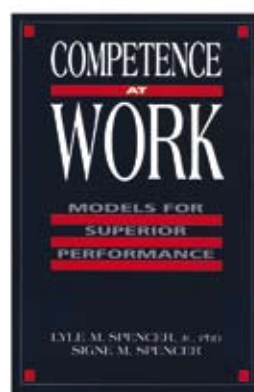
The Emotionally Intelligent Workplace

The Emotionally Intelligent Workplace examines emotional intelligence as a concept, exploring issues of its definition and measurement. It then explores human resource applications, revealing how organizations can increase emotional intelligence through use of standard human resource functions.



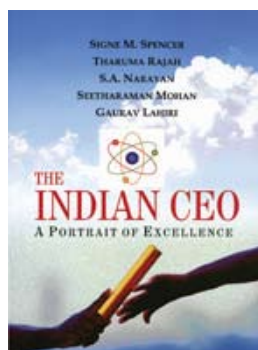
Primal Leadership

Unveiling neuroscientific links between organizational success or failure and “primal leadership,” the author’s argue that a leader’s emotions are contagious. If a leader resonates energy and enthusiasm, an organization thrives; if a leader spreads negativity and dissonance, it flounders.



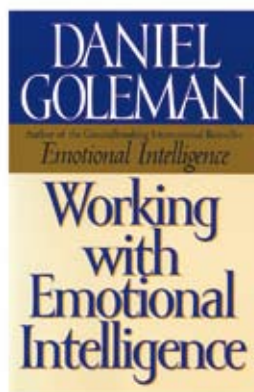
Competence at Work

Finding the right person for the right job can be quite challenging. The wrong decision can lead to low worker morale, high turnover, low productivity and costly training bills. Competence at Work presents a systematic approach to hiring the right people, at any level, within your organization.



Indian CEO

The Indian CEO uses the framework developed by David McClelland of Harvard University, to determine key competencies necessary for Indian business leaders to steer their corporations in the rapidly changing business and social environments.



Working with Emotional Intelligence

Goleman analyzes the inner competencies that enable us to manage ourselves (i.e. self-awareness) and the social competencies (i.e. conflict management) that enable us to manage others. He vividly shows how these play out (or are missing) in some of the top corporations in the world today.

HRMarketing

Time to complete: Variable

Participant Pack includes:
Participant workbooks

Facilitators pack includes:
Facilitator guide
Challenge cards
3 sets of participant workbooks

Languages: English (UK)

Note: website access to reproduceable materials is provided.



HRMarketing is a practical toolkit designed to help HR professionals think more like marketers. Strategic thinking, self confidence, impact and influence, organizational awareness and building partnerships—once the defining qualities of marketing professionals—are now key competencies for HR.

Whether you're an HR manager, business partner, administrator or specialist, a sound knowledge of policy and process is no longer enough. Good communication skills are no longer enough. You have to win your internal customers' attention, talk their language and deliver on the things that matter to them.

So we've distilled the marketing profession's creativity, ideas, tools and competencies into HRMarketing: a toolkit of the tips and techniques that provide HR with a fresh perspective.

It challenges you—and your team—to:

Think big

Grapple with the purpose of life for HR: what you do, why you do it and who you do it with. Build a bigger picture of the world, and of HR's place in it, by looking beyond your organization.

Act small

Focus. Acknowledge the constant and varied demands that you face. Act on the things that matter. Drop the things that don't.

Make an impression

Think about your reputation. Find out what HR is really famous for around your organization. Remember that HR has a mandate to fire up others' imaginations, desires and dreams. Now plan your communications to ensure delivery.

Resilience workbook

Coming soon...expected
release date: fall 2010

In partnership with Adaptiv Learning Systems the resilience development workbook will help participants understand and develop the seven key factors of resilience—emotion regulation, causal analysis, impulse control, optimism, empathy, self-efficacy, and reaching out. An on-line self-assessment will be optional.

Stay tuned for more details!

Daniel Goleman's audio series

Audio time: 60-70 minutes

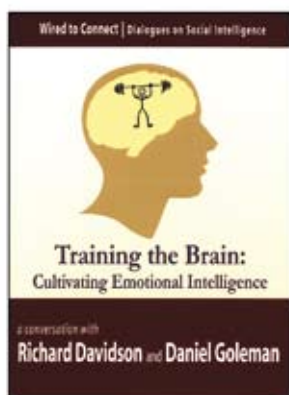
Created by: More Than Sound Productions

Type: Audio CD

Languages: English

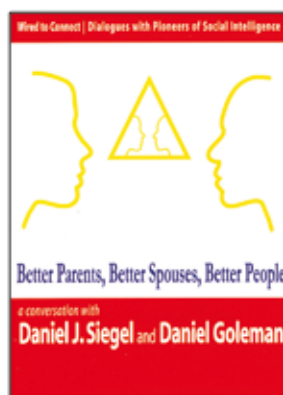
Description

We are pleased to offer Daniel Goleman's audio conversation series on Social Intelligence. These audio CDs provide detail on the science behind emotional and social intelligence. In each conversation Goleman engages a leading scientist or thinker to probe their work and its implications. Each CD has new findings and ideas of relevance to coaching and consulting.



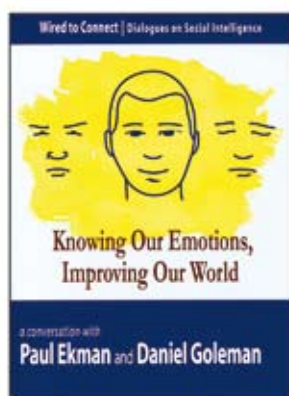
Training the Brain: Cultivating Emotional Skills

Richard Davidson, Director of the Laboratory for Affective Neuroscience at the University of Wisconsin details how systematic training reshapes the brain. He also describes new data on “affective styles” that make one person experience feelings with intensity, another have a hair-trigger, still another recover quickly from upset. Davidson also unpacks the neural basis of emotional and social intelligence.



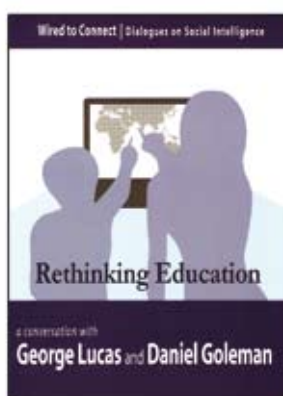
Better Parents, Better Spouses, Better People

Psychiatrist Daniel Siegel surveys the emerging field of “interpersonal neurobiology”, the study of how our interactions shape our emotional habits and sculpt the brain. These neural patterns, first set in childhood, have enormous importance for how we do as parents, lovers, and in life. Dr. Siegel explains how we can free ourselves from the hold of our past to create richer, more balanced relationships.



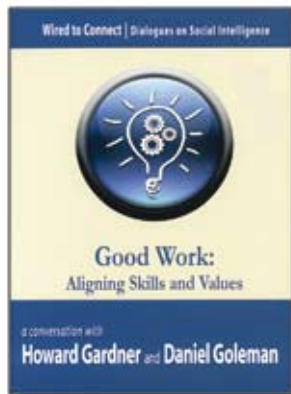
Knowing Our Emotions, Improving Our World

Paul Ekman founder of the Human Interaction Lab at UCSF Medical School details steps to greater mastery of our emotional life—skills like increasing the gap between our impulses and our actions, making anger constructive, reading another person's emotions, detecting lies, and self-awareness. Ekman explains why emotional intelligence skills like the three kinds of empathy—cognitive, emotional, and compassionate—are learnable and why Sharpening our emotional abilities will enrich our lives.



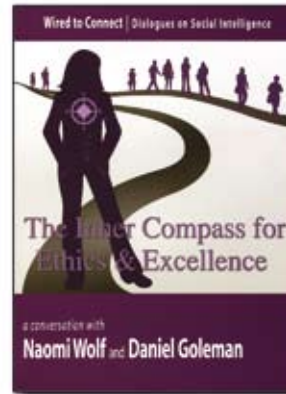
Rethinking Education

Film-maker, tech pioneer, and education advocate George Lucas argues for importance of emotional and social intelligence in preparing students for the workplace of the future. He envisions a day when students use computers to master the knowledge they need for meaningful group projects, while teachers use a student's own interests to design motivating educational challenges. This use of technology will allow teachers to spend more time honing children's social and emotional abilities.



Good Work: Aligning Skills and Values

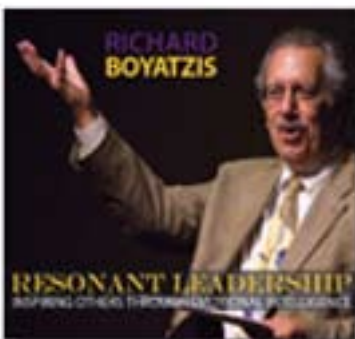
Howard Gardner and Daniel Goleman, two of the world's ten most influential business thinkers (as recently ranked by the Wall Street Journal), explore the nature of work that resonates with our values while utilizing and developing our skills—work that is both deeply rewarding while producing excellence in the workplace. When combined with engagement in the process these qualities are what Gardner calls “Good Work.” People who have found their way to good work have careers that are personally fulfilling; their jobs are a source of pleasure, even joy. Gardner describes the common obstacles to good work, as well as the satisfaction that comes from aligning our sense of meaning and purpose with how we spend our working life.



The Inner Compass for Ethics and Excellence

Naomi Wolf and Daniel Goleman explore the implications of scientific findings on the social brain for the careers of women—and men alike. Wolf describes the cultural forces that create inner barriers to success and how to enhance the emotional support, self-confidence and intelligent risk-taking that help us flourish in our work life. With the right inner bar for excellence, Wolf argues, people gravitate to a life's work both satisfying and ethical.

Richard Boyatzis audio CD set



Resonant leadership: inspiring others through emotional intelligence

CD 1: “Great Leaders Move Us”

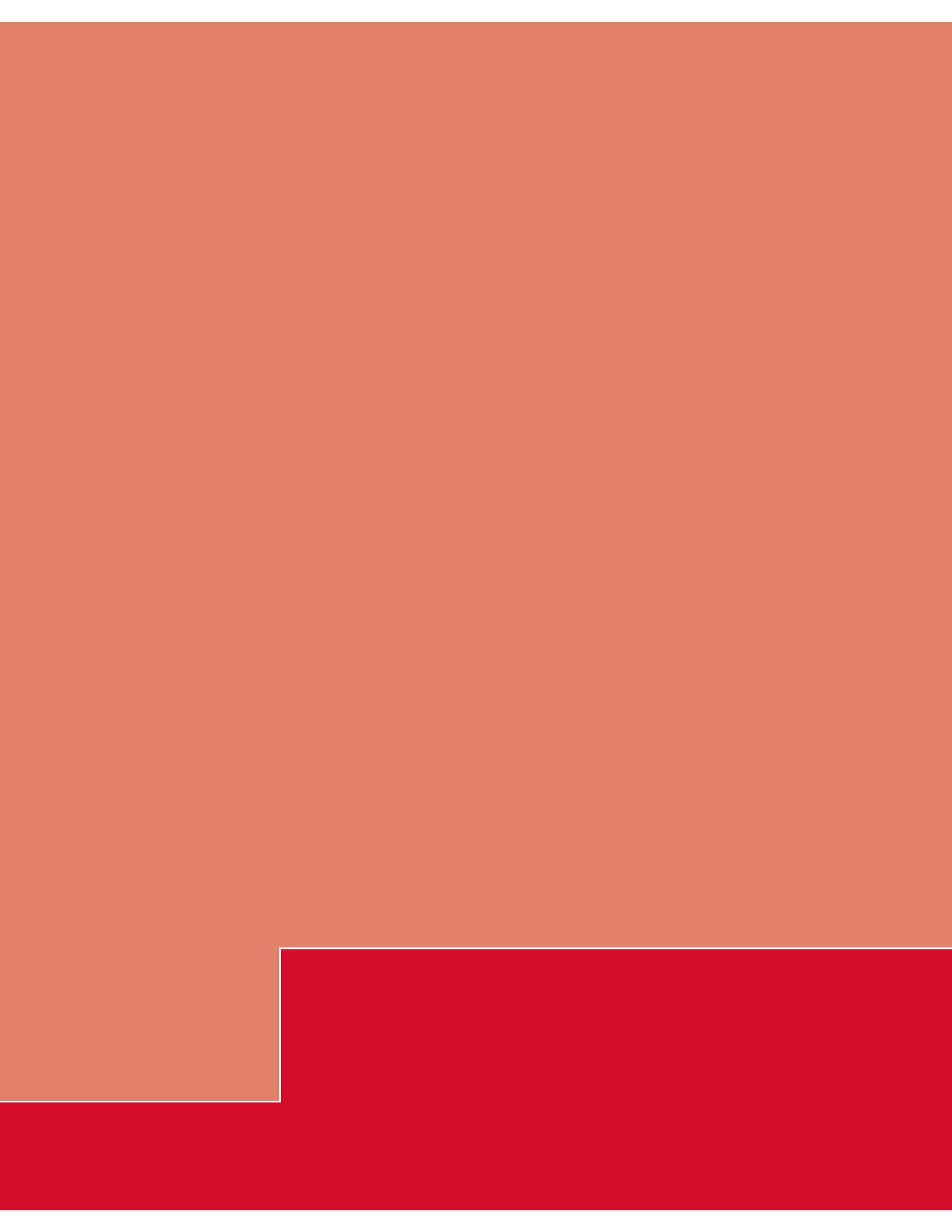
What distinguishes great leaders? Resonance. Hope, mindfulness and compassion. Why do so many leaders drift into dissonance? The effect of chronic stress. The path to renewal. Emotional, social, cognitive intelligence competencies.

CD 2: “Developing Resonance and Emotional Intelligence Competencies”

How do people develop and change in sustainable ways? Sustained, desired change is intentional. The positive and negative emotional attractors. Sustainable change is multi-level. Coaching with compassion.

CD 3: “Hope, Ideal Self and Vision as Motivators of Change”

Hope and positive visioning. The positive emotional attractor and vision. Organizational shared vision. Components of the ideal self and shared vision. Rhythms of life and careers. The real self and learning agendas. Metamorphosis.



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Johannesburg
Pretoria

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Mumbai
New Delhi
Seoul
Shanghai
Shenzhen
Singapore
Tokyo

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Dublin
Frankfurt
Glasgow

Helsinki

Istanbul

Kiev

Lille

Lisbon

London

Madrid

Manchester

Milan

Moscow

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Hay Group is a global consulting firm that works with leaders to transform strategy into reality. We develop talent, organise people to be more effective, and motivate them to perform at their best. Our focus is on making change happen and helping people and organizations realize their potential.

We have over 2,500 employees working in 88 offices in 47 countries. For more information please contact your local office through www.haygroup.com.